Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

FORCE-FIELD ANALYSIS OF ODP

A Study for ODP Management

April, 1983

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

1

DRIVING FORCES	RESTRAINING FORCES
Changing Technology →	← **Acceleration of Change**
– Faster & cheaper computers & associated technology	– Sense that technology is changing so rapidly that it might be best to wait and see where industry pioneers are going
– Growing functionality & popularity of Personal Computers	– Rapidly changing operational environment: new buildings to service, staff moves, etc.
– New packaged software for users, e.g., [redacted]	
– Opportunity to exploit new technologies, e.g., cut-paper, graphics, document logging networked VM, etc.	

STAT
STAT

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

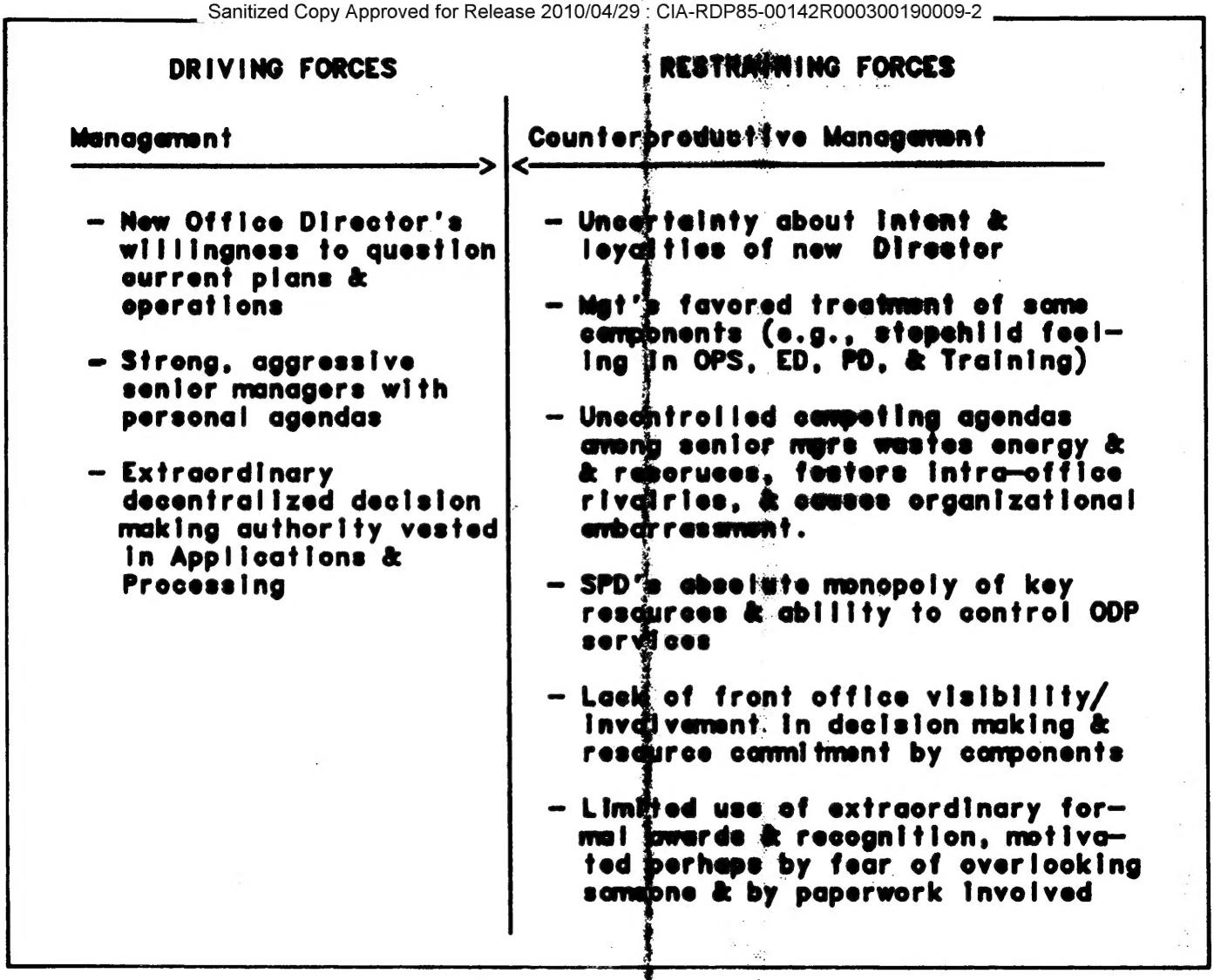
Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

S

DRIVING FORCES	RESTRAINING FORCES
Large Systems Thrust →	← Large Systems Drag
- Large systems development, like SAFE & CAMS, brings new skills & technology to ODP	- Requirement to develop more applications with large systems approach without sufficient exper- to do so effectively
Production status of new systems: CAMS, SAFE, 4C	- Drain on ODP resources (esp. people) to support CAMS & SAFE
- External pressures to meet production deadlines, e.g., CAMS, SAFE, LIMS, ACIS	- Cancerous nature of CSPO organization on long-term health of ODP body
	- No barrier exists to CAMS erosion of ODP resources

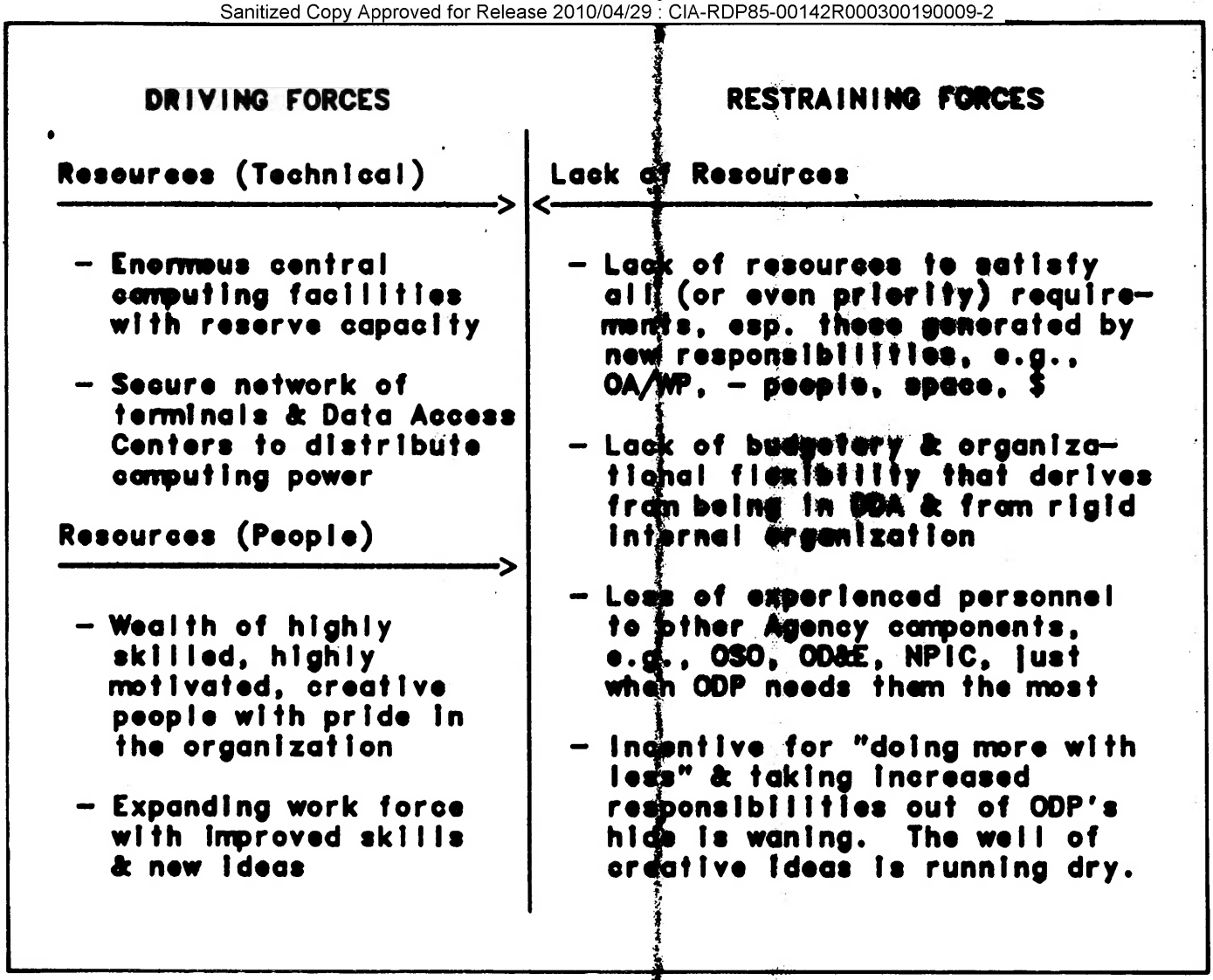
Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2



Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2



Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

2

DRIVING FORCES	RESTRAINING FORCES
Resources (Reputation) →	← No Questioning Conventional Wisdom
- General external perception of ODP as being staffed by intelligent, innovative computer experts with superb technical skills	- Lack of an official collection & analysis mechanism for user feedback regarding services
- Perception of ODP as "Land of Opportunity" attracts good people	- Strong personalities occupying key power positions for extended periods can block & stifle questions
Resources (Experience) →	- False sense of security about what we are doing & how we are doing it
- Experience & expertise in installing, changing, & managing large computer facilities & in developing small to medium scale applications on central systems	

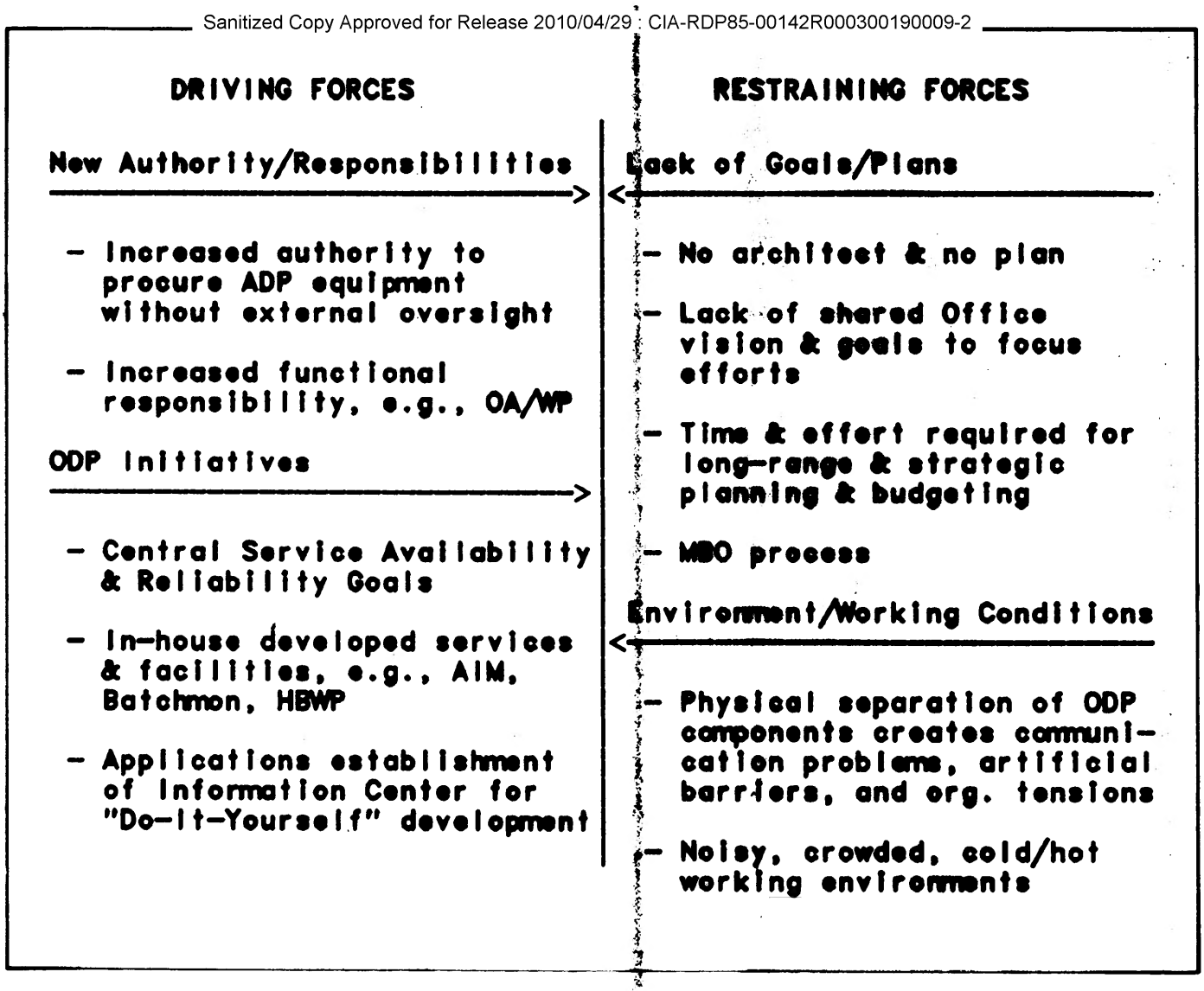
Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

DRIVING FORCES	RESTRAINING FORCES
Resources (Attitudes) →	← **Bad Public Relations**
– Organizational & personal pride in making contribution & satisfying real needs	– Continued fear of computers by some users & ODP's failure to design systems to compensate for it
– Success orientation: "can do" optimism of people	– Defensiveness resulting from negative visibility common to all utilities; good service taken for granted; users have no frame of reference to appreciate its value.
Nature of the Work →	
– The challenge & excitement of ADP work	– Bottleneck caused by continued insistence on being absolute authorities on ADP, but not having the resources to do what's needed
– Drive to be in forefront of technology, one step ahead of ODP users	
– Need for increased/improved security	

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2



Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

DRIVING FORCES	RESTRAINING FORCES
Agency/User Trends →	**Workload** ←
- Trend toward merging Information Services: ADP; OA; Telecommunications; Graphics; Printing & Publishing, etc.	← Applications becoming a DDA workshop
- Agency-wide move to electrical vice paper info flow	← Frustrations caused by increasing Applications backlog
- Competition from ADP knowledgeable users with authority & resources to undertake independent & potentially conflicting ADP initiatives	← Increased workload inhibits scheduling employees for training & development. The best people can't be spared.
- Establishment of ADP staffs throughout Agency, staffed by ODP careerists	← Imbalance in workloads & apparent level of dedication generates internal tensions. ("Applications goes home at 4:30, but Processing puts in 60-hour weeks.")
- Rapidly growing & changing user requirements & operational environment	
- Increased ADP sophistication of users leads them to demand more from ODP.	

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

DRIVING FORCES	RESTRAINING FORCES
Office Policy/Procedures →	← Organizational Tensions
- Flexibility/freedom to experiment with new ideas without extensive or detailed requirements or approval procedures	- Lack of Office solidarity & cooperation (e.g., Applications sometimes feels like "just another Processing user.")
- History of rewarding high achievers for accomplishment formally (promotion, etc.) & informally	- Lack of trust among some groups: Applications vs. Processing Processing vs. SAFE SAFE vs. Everyone Engineering vs. SPD (Strong competing personalities in leadership roles perpetuate rather than solve these problems.)
- Liberal/Realistic training & development policy keeps employees current with new ideas/technology through training, conferences, & vendor visits/briefings.	- Class distinction within Office ("Prima Donnas" & "High Priests"), e.g., systems vs. applications, professionals vs. techs, CAMS vs. All else, All else vs. SAFE
- Rotational Program disperses ADP expertise & returns improved perceptions of customer requirements/ environment.	

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

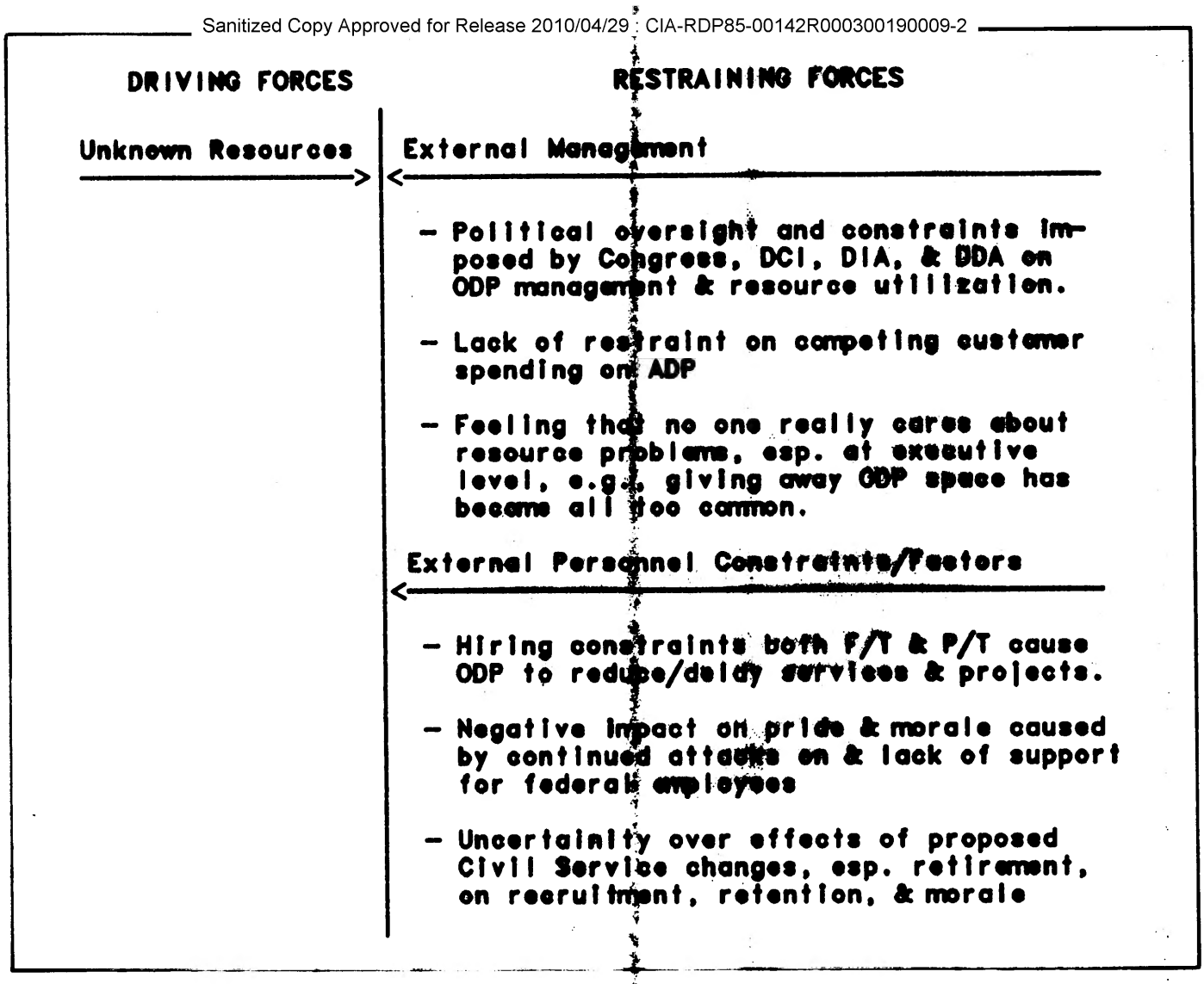
Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

01

DRIVING FORCES	RESTRAINING FORCES
Unknown Strengths →	← Growth of Organization – Increased size of organization has reduced flexibility & increased response time to satisfy requirements. (inertia, bureaucracy, etc.) – Increased bureaucracy around developing applications has decreased ODP response to requirements. – Growing concern, esp. in large projects, for form over content in communications, i.e., CYA memos are becoming more common.
	← Poor Communications – Reduced/discontinued channels of communications, esp. between Applications & Processing – Lack of communication & coordination between Applications & Processing on major initiatives, e.g. Info Center – Lack of forum to resolve conflict

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2



Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

communication channels in the proper places to permit the achievement of strategic goals.

Is the present organization sufficiently flexible to cope with change.

Does the organization exert sufficient influence.

Does the present structure serve to insure the continued growth of the office--the continued existence of the office.

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

If we aren't doing our currently advertised job, does the structure of the organization influence that failure?

Is the structure of the organization sufficiently open to encourage participation?

Are we developing managers or technicians?

Can we define our environment and be open to it with the present organization

Is the decision-making process open and shared?

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2

The Project

In the beginning was the requirement and then the tasking.
And the requirement was without form and the tasking, it was void.
And darkness was on the faces of the engineers thereof.
And they spake unto their Branch Head, saying:
"It is a crock of shit and none may abide the odor."
Now the Branch Head spoke unto his Assistant Superintendent, saying:
"It is a crock of excrement and none may abide the odor thereof."
Now the Assistant Superintendent spoke unto his Superintendent saying:
"It is a container of excrement and it is very strong such that none may abide it."
And the Superintendent spoke unto his Office Chief, saying:
"It is a vessel of fertilizer and none may abide its strength."
And the Office Chief spoke unto the Assistant Director, saying:
"It containeth that which aids the growth of plants and is very strong."
And the Assistant Director spoke unto the Deputy Director, saying:
"It promotes growth and is very powerful!"
And the Deputy Director reported unto the Director:
"This powerful new engineering project will help promote the growth of the Bureau."
And the Director looked down upon the wondrous new project, smiled,
and saw that it was good ...

Sanitized Copy Approved for Release 2010/04/29 : CIA-RDP85-00142R000300190009-2